



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 17 2000

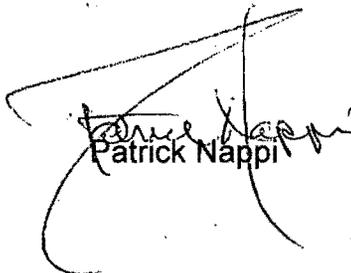
VBA Letter 20-00-36

In Reply Refer To:

Director (00)  
All Regional Offices and Centers

Subject: Director Performance Appraisal and Recertification

1. On September 30, 2000, the Senior Executive Service (SES) performance appraisal period concluded for fiscal year 2000. In addition, September 30, 2000, marks the conclusion of the three-year recertification period. Those who need to be recertified will need to complete the recertification process concurrently with the appraisal process.
2. For your convenience, enclosed is an electronic version of the performance standards for VBA field directors and the SES recertification form. Performance data for Element 1 of the performance standards will be forwarded to you as soon as possible after release of the balanced scorecard.
3. The enclosed "SES Performance Appraisal Timeline" provides necessary instructions for covered members who report to the Office of Field Operations. Only the assessment portion of the attachment applies to GS-15 Directors since they are not part of the SES recognition pool. Those of you who need to be recertified have already received instructions on how to complete that form (also attached). Please be reminded that additional narrative comments in the recertification process are limited to no more than three pages.
4. Please contact Tricia Moore, Office of Human Resources (20A2) at 202-273-7585 if you have any questions.

  
Patrick Nappi

Enclosures

# SES PERFORMANCE APPRAISAL TIMELINE

September 30, 2000, marks the conclusion of the SES performance appraisal period. The annual performance appraisal looks at how well the executive met the specific standards for his or her position over the past fiscal year. This year September 30 also marks the conclusion of the three-year recertification period. Listed below is the timeline for appraisal and recertification submissions.

November 1, 2000

Self-assessments are due to the immediate supervisor. Executives should ensure that they address organizational performance, training, EEO, diversity, technological and streamlining/reengineering accomplishments, as well as One-VA initiative progress.

For those who need to recertify, recertification documentation is also due (VA form 0205)

November 2-14

The rating official completes the narrative summary and signs the rating.

Rater provides a copy of the initial rating (and recertification decision if applicable) to the executive along with notification of the right to respond in writing and to request a higher level review before initial rating is forwarded to VBA's PRB.

3 days

The executive signs the recommended rating (section G) and indicates the action, i.e., whether or not he or she requests optional higher level review of the recommended rating within 3 days of being informed of rating.

November 17

Last day for requesting optional level higher review.

November 20

VBA's PRB will prepare recommendations (ratings, recertification recommendations, bonuses and pay adjustments) to the Under Secretary for Benefits.

November 22

Executives are informed of any changes to recommended ratings.

December 1

Under Secretary for Benefits submits VBA's PRB recommendations (proposed ratings, bonuses, recertification recommendations, and pay adjustments) to VA PRB (052B)

December 6

VA's PRB reviews recommendations from VBA (and other elements) and prepares final recommendation to the Secretary on summary rating levels, bonuses and pay increases.

December 13	Secretary approves summary rating levels, bonuses and pay increases.
December 26	Bonuses paid.
December 31	Appraisal period for executives appointed on or after July 3, 2000 ends. Instructions will be provided.

#### VBA Performance Review Board (PRB) Members

Nora E. Egan, Deputy Under Secretary for Management (Chairperson)  
Elaine Marshall, Executive Secretary  
Celia P. Dollarhide, Director, Education Service  
Keith R. Pedigo, Director, Loan Guaranty Service  
Julius Williams, Director, Vocational Rehabilitation and Counseling Service  
Michael Walcoff, Associate Deputy Under Secretary for Field Operations (West)  
James A. Whitson, Associate Deputy Under Secretary for Field Operations (East)  
Willie L. Hensley, Jr., Director, Center for Minority Veterans

## Regional Office Director's Performance Appraisal Plan for FY 2000

### 1. Service Delivery (Critical Element)

Effective 7/1/99

**Content.** The executive leads his or her station in the pursuit of outstanding performance in all applicable program areas and, as a team member, helps the Service Delivery Network (SDN) and VBA as a whole to improve performance. Appropriate emphasis is placed on speed, accuracy, unit cost, customer satisfaction, and employee development as described in the balanced scorecard. Evidence of this leadership will be observable in terms of improved performance against scorecard targets and goals.

The Director is also responsible for ensuring that programs and policies are implemented, assessed through an effective internal control process, and adjusted as necessary to achieve appropriate results.

**Method.** At the beginning of each fiscal year, targets or goals are established for balanced scorecard performance at the national, SDN, and station levels. SDN and station targets will be individual and will take into account current performance levels, strengths, and liabilities.

The executive's performance on this element will be determined by comparing each of the three scorecards with the corresponding goal. Following are the relative weights of the three scorecards and the goals (still to be quantified).

Performing Entity	Percentage of Rating (Element 1 only)	Target Number for the Scorecard's Weighted Score*	
VBA	15%	XX**	To be established by the Under Secretary for Benefits
SDN	50%	XX	To be negotiated between the SDN and Office of Field Operations
Regional Office	35%	XX	To be negotiated within the SDN and with Office of Field Operations

The actual computations will be performed by the Data Management Office.

**Met Level:** Performance will be satisfactory if the *composite percentage of goals reached\*\**, is at least 85%, and internal control systems are working effectively.

\*Scorecards for VBA, the SDNs, and the individual stations can be found on the *Inet* at this address: 152.125.217.56/scorecard/, or by following the links from the VBA Inet Web Page to the VACO pages, and then clicking on "VBA Balanced Scorecard Website" under "Office of the Under Secretary for Benefits." The *Weighted Score* is shown on each scorecard.

\*\*This term is explained in Attachment 1

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## 2. Organizational Support/Teamwork (Critical Element)

Effective 7/1/99

### *Sub-Element 1. Support for the SDN Concept by Participation in National and SDN Projects; and Innovations*

**Content.** The executive regularly participates in activities and projects intended to further the goals of the Service Delivery Network and VBA as a whole. These activities typically require the contribution of local resources. Examples include, but are not limited to:

- Projects at the SDN level
- Projects at the National level
- Special ad hoc efforts
- Innovations

**Method.** The executive and rater negotiate a set of projects to be undertaken or continued at the beginning of the performance year. (It is understood that this set of projects is strictly *preliminary*, and that a number of projects and ad hoc efforts will arise *during* the performance year.) The size and quantity of these projects will be considered in light of the size of the executive's regional office.

**Met Level.** Performance is acceptable if the rater determines that completion of projects and innovations is substantially equal (or equivalent) to negotiated expectations.

### *Sub-Element 2. Peer Review of Teamwork*

**Content.** The director functions as a dedicated and skillful team player in all relations within the SDN, with individual stations, and within VBA as a whole.

**Method.** In this sub-element, the executive is rated for teamwork and cooperation by his or her peers in the Service Delivery Network. In FY 2000, a survey instrument was developed and administered by the Human Resources Research Organization (HUMRRO). During FY 2000, feedback sessions on the results of the peer assessment were conducted with each SDN. As the survey instrument was being refined and developed during FY 2000, the peer assessment was conducted as a pilot during the FY 2000 performance appraisal period. As of October 15th all of the feedback sessions have been completed; next steps are to revise the survey instrument for inclusion in the FY 2001 performance plans. In FY 2001, the peer assessment will be included in each executive's rating.

**Met Level.** As we gain more experience we will establish a met level for future rating periods.

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**3. Leadership Development: Executive Competencies  
and Qualifications (Critical Element)**

**Effective 7/1/99**

*Sub-Element 1. Leadership Development Plan*

**Content.** The executive will identify developmental activities in a proposed Leadership Development Plan which will be submitted at the beginning of the performance year. The executive will engage in substantial personal development activities such as attending training courses, reading books, and undertaking projects in order to develop his/her executive skills. Developmental activities will focus on OPM's Executive Core Competencies:

**1. Leading Change**

The ability to develop and implement an organizational vision which integrates key national and program goals, priorities, values, and other factors. Inherent to it is the ability to balance change and continuity—to continually strive to improve customer service and program performance within the basic Government framework, to create a work environment that encourages creative thinking, and to maintain focus, intensity, and persistence, even under adversity.

**2. Leading People**

The ability to design and implement strategies which maximize employee potential and foster high ethical standards in meeting the organization's vision, mission, and goals.

**3. Results Driven**

The ability to stress accountability and continuous improvement, to make timely and effective decision, and to produce results through strategic planning and the implementation and evaluation of programs and policies.

**4. Business Acumen**

The ability to acquire and administer human, financial, material, and information resources in a manner which instills public trust and accomplishes the organization's mission, and to use new technology to enhance decision making.

**5. Building Coalitions/Communications**

The ability to explain, advocate, and express facts and ideas in a convincing manner, and negotiate with individuals and groups internally and externally. It also involves the ability to develop an expansive professional network with other organizations, and to identify the internal and external politics that impact the work of the organization.

**Met Level.** Performance in this sub-element is assessed based on the quality of the executive's development efforts. Performance is satisfactory if the executive follows through substantially with the agreed-upon activities.

*Sub-Element 2. Participation in 360° performance assessment (effective FY 2001)*

**Content.** Each executive will be required to participate in a 360° performance assessment. The results of the assessment will be a primary source of information that the executive and his/her supervisor can use to identify areas for development.

These results **will not** become a part of the performance appraisal. They will only provide input for the executive and his/her supervisor to consider when identifying the developmental activities. Further, it is not anticipated that the director's supervisor will have access to the data from the 360° assessment. However, the executive may find it useful to share a general summary of the results so that the supervisor can help to define the developmental activities. The executive and the rater will then negotiate a final plan.

**Method.** Persons providing input into the 360° feedback system are:

- **The executive's supervisor**
- **Peers** (i.e., other directors in the executive's SDN)
- **The executive (self-appraisal)**
- **Managers and staff who report directly to the executive** (i.e. the station division chiefs, assistant director, management analyst, etc. This group might be supplemented with supervisors/coaches)

**Met Level.** Performance is satisfactory if the executive participates in the 360° exercise.

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**4. External Relations (Non-critical Element\*)**

**Effective 7/1/99**

**Content.** The director builds effective, productive relationships with organizations external to VBA in order to further VA's goals and interests. Activities might include, but are not limited to:

- Work on a Federal Executive Board project
- Participation in VISN meetings
- Relations with the media, congressional offices and service organizations

**Met Level.** Performance is acceptable if the rater finds *substantial and meaningful* evidence of active engagement with external organizations described in this element.

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**5. Workplace Responsibilities (Critical Element)****Effective 7/1/99**

**Content.** The director assures a high quality of work life for all employees of the regional office. He or she:

- Promotes and maintains an effective labor-management relations program that incorporates the principles of partnership.
- Creates and maintains a working environment that is free of discrimination and one that assures diversity in the workplace.
- Ensures that plans exist and are adequately implemented to recruit, train, retain, motivate, empower, and advance employees; and promotes the needs and goals of the individual and the organization.
- Provides a safe, healthy work environment

**Method.** Indicators of performance in this element include performance management and recognition, employee development and training, EEO policy statement, EEO/Affirmative employment statistics, performance standards, physical plant enhancements, climate and employee satisfaction surveys.

**Met Level.** Performance is satisfactory if all required plans, programs, statements, and goals are established and maintained and if no more than two failures to meet a recognized VA or VBA standard are found.

### *How Scores for Element 1 will be Calculated*

As noted in the performance element itself, the *composite percentage of goals reached* is the "bottom-line" number on which this portion of the appraisal is based. It will be computed in the following way:

- (a) A *percentage of goal reached* is computed in each of the three segments, i.e., national, SDN, and local. This is possible because each scorecard yields a "bottom line," a sum total of points earned. This is the *Sum of the Weighted Scores*. For each segment, the total points represented by the SDN, station, or national goal are divided into the total earned points to yield the *percentage of goal reached*.
- (b) Each of these three percentages is multiplied by the appropriate weighting factor as follows:  
 SDN: .50                                      Station: .35                                      National: .15
- (c) The resulting fractions are then added together. Their sum is the *composite percentage of goals reached*.

The following chart provides an example of how such calculations might look.

	A. Maximum Possible Points	B. Number of Points assigned as local, SDN, or national goal	C. Actual points earned	D. % of points earned (C÷B)	E. Weight- ing Factor	F. Percentage of Goal Reached
National	100	56*	52	.928	.15	0.139
SDN	100	58**	50	.862	.50	0.431
RO	100	65***	69	1.06	.35	0.371
<b>COMPOSITE PERCENTAGE OF GOALS REACHED</b>						<b>.941</b>

\*National scorecard goals are established by Under Secretary for Benefits.

\*\*Scorecard goals for each SDN are negotiated with, or assigned by, Office of Field Operations.

\*\*\*Goals for each individual station are established in conjunction with the executive's SDN and the Office of Field Operations.

Please note that the goals themselves already represent achievement *short* of the individual program strategic objectives. Setting a standard for the *composite percentage of goals reached* of .85 allows for significant shortfalls over and above those already "built in" with the goals. On the other hand, in the above example, the station itself actually exceeded its goal, and this overage was credited toward the composite percentage of goals reached.

NAME OF EXECUTIVE	POSITION TITLE AND ORGANIZATION
CURRENT PAY RATE <b>ES-</b>	RECERTIFICATION PERIOD FROM _____ TO _____

**STANDARD FOR RECERTIFICATION**

1. The career appointee must perform at the level of excellence expected of a senior executive. Excellence means that the executive has demonstrated over the recertification period that he or she has achieved excellence in:
  - a. Planning for, substantially advancing, and attaining Presidential, agency, or organizational goals and objectives that required a sustained superior effort.
  - b. Taking specific initiatives that advanced a major policy and/or significantly improved delivery of services.
  - c. Taking the necessary actions to ensure the achievement of a quality product in a timely manner.
  - d. Making significant technical, scientific, or professional contributions.
  
2. Also, if applicable to the responsibilities of the senior executive, excellence is demonstrated by:
  - a. Achieving substantial savings in the execution of programs under his or her direction.
  - b. Maintaining the high quality and effectiveness of programs under his or her direction with reduced resources.
  - c. Providing strong leadership to enhance the development, utilization and achievements of subordinate personnel, including achievement of equal employment opportunity goals.

**PART I – DOCUMENTATION OF RECERTIFICATION FACTORS**

**NOTE:** Part I to be completed by executive or supervisory official.

**ANNUAL SES PERFORMANCE RATINGS**

YEAR	PERFORMANCE RATING LEVEL	YEAR	PERFORMANCE RATING LEVEL

**AWARDS AND OTHER RECOGNITION**

**DEVELOPMENTAL ACTIVITIES**

**ACCOMPLISHMENTS ON BOARDS OR TASK FORCES**

**REPUTATION IN FIELD OF EXPERTISE**

**EFFORTS TO PROMOTE COOPERATION BETWEEN VA AND PUBLIC/PRIVATE SECTOR**

**PART II – SUPERVISORY OFFICIAL'S RECOMMENDATION**

RECOMMENDATION

RECERTIFY    CONDITIONALLY RECERTIFY    NOT RECERTIFY    RECOMMEND PAY RATE ADJUSTMENT TO ES-    NO PAY RATE ADJUSTMENT RECOMMENDED

In making these recommendations, I have given due consideration to the executive's overall performance during the recertification period, including performance ratings, awards and other recognition, developmental activities, and other relevant qualitative factors specified in VA's SES recertification plan. If the above recommendation is to conditionally recertify or not recertify, I have attached the required written justification specifying the standard for recertification not met and other relevant supporting documentation.

SIGNATURE AND TITLE OF SUPERVISORY OFFICIAL

DATE

**PART III – EXECUTIVE ACKNOWLEDGMENT**

I HAVE RECEIVED A COPY OF MY SUPERVISORY OFFICIAL'S RECOMMENDATION AND WISH TO SUBMIT AN ADDITIONAL STATEMENT OF ACCOMPLISHMENTS TO THE PERFORMANCE REVIEW BOARD.

I HAVE RECEIVED A COPY OF MY SUPERVISORY OFFICIAL'S RECOMMENDATION AND DO NOT WISH TO SUBMIT AN ADDITIONAL STATEMENT OF ACCOMPLISHMENTS TO THE PERFORMANCE REVIEW BOARD.

SIGNATURE OF EXECUTIVE

DATE

**PART IV – PERFORMANCE REVIEW BOARD RECOMMENDATION**

RECOMMENDATION

RECERTIFY    CONDITIONALLY RECERTIFY    NOT RECERTIFY    RECOMMEND PAY RATE ADJUSTMENT TO ES-    NO PAY RATE ADJUSTMENT RECOMMENDED

In making these recommendations, we have given due consideration to the executive's overall performance during the recertification period, including performance ratings, awards and other recognition, developmental activities, other relevant qualitative factors specified in VA's SES recertification plan, and the supervisory official's recommendation. If the above recommendation is to conditionally recertify or not recertify, we have provided the executive the rationale for our proposed recommendation, an opportunity to appear before the PRB and/or provide it a written statement of accomplishments, and have attached the required written justification and other relevant supporting documentation.

SIGNATURE OF VA PRB CHAIRPERSON

DATE

Eugene A. Brickhouse, Assistant Secretary for Human Resources and Admin.

**PART V – APPROVAL OFFICIAL'S DECISION**

RECOMMENDATION

RECERTIFY    CONDITIONALLY RECERTIFY    NOT RECERTIFY    RECOMMEND PAY RATE ADJUSTMENT TO ES-    NO PAY RATE ADJUSTMENT RECOMMENDED

In making these decisions, I have given due consideration to the executive's overall performance during the recertification period, including performance ratings, awards and other recognition, developmental activities, other relevant qualitative factors specified in VA's SES recertification plan, and the supervisory official's and PRB's recommendation. If the above decision is to conditionally recertify or not recertify, the required written justification and other relevant supporting documentation are attached.

SIGNATURE OF SECRETARY OR INSPECTOR GENERAL

DATE



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 17 2000

VBA Letter 20-00-37

Director (00)  
All VBA Regional Offices and Centers

SUBJ: Security Orientation and Awareness Training

1. Security Awareness refresher training for Federal employees is an annual Government-wide initiative. If you have not conducted security awareness training this year, we strongly urge you consider the Intranet-based VA Information Security Awareness Course discussed at the Austin IT Conference.
2. To access the course via the Intranet, go to:  
<http://vaww.vairm.vaco.va.gov/infosec>  
Employees will find it to be interesting, informative, and relevant to current security issues. The course will take approximately 30-45 minutes from start to finish. A course completion certificate is provided at the end. This course is designed to satisfy the VA security orientation and awareness training requirement.
3. Please provide an approximate count of employees who have taken the VA security awareness course or other security training this year by December 29, 2000.
4. Please send comments and employee counts to the MS Exchange VBA security mailbox. The address is VAVBAWAS/CO/SECURITY. Your feedback will help us to determine if there is an interest in this type of on-line interactive training.

  
Joseph Thompson  
Under Secretary for Benefits



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 17 2000

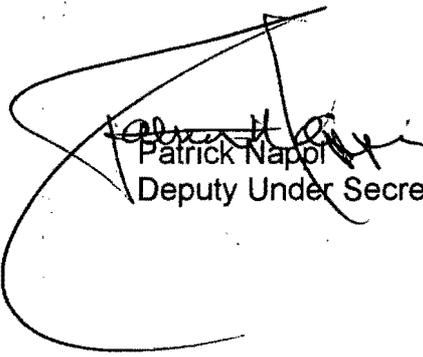
VBA Letter 20-00-38

Director (00)

All VACO Services and Offices and Regional Offices and Centers

Subject: One VA Redesign of VBA Internet Pages and Accessibility Standards

1. All VBA Internet websites must undergo a redesign to incorporate the One VA look and feel. Additionally, all VBA Internet and intranet sites must comply with emerging accessibility standards contained in Section 508 of the Rehabilitation Act of 1973.
2. The attached guidelines are provided to help with the transition to the One VA look and feel, and with the implementation of accessibility standards on VBA sites.
3. Site redesign to incorporate the OneVA look and feel must begin immediately and be completed as soon as possible. Site modifications to comply with accessibility standards must begin immediately. All sites must be fully compliant no later than 6 months after the final rules are published in the Federal Register.
4. Questions pertaining to these guidelines should be directed to either Bill Saliski (201/DMO) at 202-273-7439, or Richard Howell (201/DMO), at 202-273-6789, Intranet/Internet Project Managers.

  
Patrick Napoli

Deputy Under Secretary for Operations

Attachment

## VBA Web Page Redesign Guidelines

All VBA Internet Web sites, whether located on VBA servers, other government servers, or commercial Internet Service Provider (ISP) servers must undergo a redesign to incorporate the OneVA look and feel. Additionally, all VBA web sites must comply with emerging accessibility standards contained in Section 508 of the Rehabilitation Act of 1973 as explained later in these guidelines under the heading "Accessibility."

### Home Page Redesign

#### A. General

1. A template page layout design with graphics has been developed for the OneVA look and feel for all VA Internet Home pages. These items and the OneVA design concept evolved out of the Veteran Focused Internet Redesign Project (VFIRP) hosted by VHA. The Project Management Steering Committee (PMSC), composed of voting representatives of all major VA organizational elements, approved the final design with the support of, and at the direction of, the Deputy Secretary and the Principal Deputy Secretary for Information Technology (005). The design grew out of a series of focus group meetings conducted by the project contractor, Birch and Davis, with veterans, members of Congressional Staffs, service organization representatives, and other interested parties. The intent is to produce a OneVA "Portal" Internet web site to all that is VA.

2. The OneVA look and feel should be accomplished as soon as possible, within the field station's budget and other resource allowances. In any event, redesign features must be employed whenever any additions or changes are made to a VBA web site.

#### B. Redesign Guidelines

1. These guidelines are somewhat basic to accommodate the various levels of web site development expertise within the VBA community. It is assumed that the user has some fundamental working knowledge of web site design and Hypertext Mark-up Language (HTML) programming.

2. The first two levels of the VA Home Page ( <http://www.va.gov> ) have been given a circular design containing image links, or buckets. This design is reserved to the first and second levels of the OneVA portal. The third and all subsequent levels (VBA, VHA, Public Affairs, NCA, etc.) are to be designed with a colored stripe along the left side of the page containing text and graphic links to all other pages within individual organizational web sites. The title of the page, or header, is a preformatted graphic. The balance of the page may be designed as fits the organization's and designer's needs. The following guidelines are

directed at the first, or Home, page of any VBA Internet web site, but should be applied to the entire site. Exceptions may be acceptable when information such as data tables cannot be displayed on a page without scrolling from side to side because of the left-hand stripe.

3. The following web pages may be used to obtain templates and graphics:

a. The VBA Home Page template may be found at <http://152.124.238.194/newdesign/template/vbatemplate.htm>. Open the source code and copy to an HTML editor or Notepad. Please do not use Microsoft Front Page as the editor. The software tends to have a mind of its own and creates extraneous code. The flag, VA seal, and VBA header are .jpg images that may be copied by right clicking on the image and performing a "save as" to any working, or development, directory.

b. Other templates may be found at: <http://vaww.webdev.med.va.gov/facelift/resources/templates/>. It is suggested that either the VBA template or the basic "Web" template be used for the entry page to any organizational (Business line, Regional Office, etc.) web site.

c. Images such as the VA seal also may be obtained from:  
<http://vaww.webdev.med.va.gov/facelift/images/>.

4. Use a copy of the template for your design platform. Once a template is modified to fit a site's needs, that page becomes the template for the rest of the site with other modifications as explained later in this document.

5. The use of META tags and comment lines have become an important feature of HTML coding for Internet web sites. Consistent and correct META tag usage significantly increases a site's probability of increased visibility via commercial search engines. Comment lines add non-interactive text information to the elements of HTML code that may be instructional or descriptive. The VBA template contains both the basic comment lines and META tag requirements. Any of the other templates may require modification:

a. Look closely at the HTML code for the VBA template, in particular the information between the <HEAD> tags which includes the <META> tags.

b. The first comment line after <HEAD> tag should contain "<!-- Department of Veterans Affairs -->."

c. The second comment line should contain "<!-- Veterans Benefits Administration -->."

d. The third comment line should contain "*<!-- Name of Business Line, or Regional Office -->*." The VBA template does not contain this third line. It must be added.

e. Add the author's name and date in the appropriate line. Each time the page is changed add a line for the "Revised by" information.

f. Type the title of the page between the <TITLE> tags.

g. Add information in the <META> tag items. For example, look to the VBA Internet Home Page ( <http://www.vba.va.gov> ) under the browser's "View" and "Source".

6. The new design layout is nothing more than nested tables. Comment line instructions at various points of the source code indicate where the different sections begin as an easy reference. Modifications to the data contained in each section are permissible:

a. Information pertaining to the design characteristics of the graphics may be found at: <http://vaww.webdev.med.va.gov/facelift/Resources/Guides/>. Make sure all graphic links contain the <ALT> tag to fully describe the graphic e.g., . The "ALT" tag is not optional. It is an accessibility requirement.

b. The "Title Banner" of the page is a graphic. The name of the filed station or business line organization should go there with "U.S. department of Veterans Affairs" under the line. Any graphics design software may be used. The VBA title graphic was designed with Paint Shop Pro, version 5.0.

c. Fonts may be obtained from:  
<http://vaww.webdev.med.va.gov/facelift/Resources/Fonts/>

7. Colored Stripe Area:

a. The colored stripe area can be modified. Available colors may be selected from the following web site:  
<http://vaww.webdev.med.va.gov/facelift/Resources/Templates/Web/colors.htm>  
These are called "web safe" colors developed by the VA Home Page redesign contractors and adopted by the redesign steering committee. The thin gold stripe added to the VBA Home Page was added to give some distinction without distracting from the overall theme of the OneVA web presence.

b. The flag graphic may be kept, or replaced. The graphic may be linked back to the VBA Home Page. The link is optional.

c. The VA seal must be placed at the end of the list of links on the colored stripe. Again this graphic may be linked, or not.

d. Use the rest of the striped area to create links to sub-elements of the site and to other points of interest.

#### 8. Main Data Area:

a. The title banner, or header, is a graphic. Use the contractor designed and VBA header as examples. The business line and regional office header layouts should be similar to the examples, i.e. RO or business line name over a bar with "Department of Veterans Affairs" underneath.

b. The "Page Title" should be something simple like "Welcome" or an explanation of what the page is about.

c. The rest of the site information goes into the nested table section under the "<!--Insert Main Content from here to "Bottom" -->" comment line. The designer is free to be creative here.

d. The links and the page counter at the bottom of the page can be modified according to needs. The VBA template is modified to include the minimum number of links at the bottom of the page. These must not be changed. The "Disclaimer" through "Contact the VA" is required on all entry site pages. The Privacy link must be included on all entry pages and pages that require the customer to input data in a form, whether e-mail query, or otherwise.

e. The only other requirements are for an e-mail link back to the webmaster, or, in the example of a lower level page, the owner of the information and that shouldn't be the IRM people who manage the site. Neither should an Internet customer need to contact the VBA webmaster on the VBA Home Page for information about a local regional office or a business line page. The site designer should add a disclaimer to prevent benefits questions from being left at the webmaster e-mail box. Such questions should be referred to the regional office, or business line, benefits query e-mail box, or to the VBA e-mail contacts page at: <http://www.vba.va.gov/benefits/address.htm>. See how this is handled at the VBA Internet home page.

#### 9. Secondary level pages.

a. The only differences for the lower level pages is that the colored stripe must contain a link back to the site Home Page. Subsequent pages would contain links to the next level up from a third, fourth, fifth, etc. level page.

b. If the secondary level pages are used by one of the organizations within the RO such as Loan Guaranty or Vocational Rehabilitation and

Employment, each page needs to have an e-mail link back to someone who "owns" the information and can answer page specific, or benefits specific questions. Set up "corporate" e-mail boxes for those purposes. The e-mail boxes do not contain any employee's name, but are designated to the organization. For instance, [fieldstation.vochrehab@vba.va.gov](mailto:fieldstation.vochrehab@vba.va.gov) might be such an address. Please involve the folks who "own" the information in the development of the site. That will make any transition to them for information maintenance easier to implement.

10. To reiterate, the use of the templates (perhaps with variations of the color scheme, or the same color scheme) for all levels of the site is recommended. However, where a page just does not physically fit into the tables in the template, please feel free to use a design of your choosing, perhaps using the same RO, or business line, header graphic as the unifying agent for the page.

#### Accessibility

##### A. General

1. All VBA web sites must comply with the accessibility standards contained in Section 508 of the Rehabilitation Act of 1973.

a. The Act requires that electronic and information technology developed, procured, maintained, or used by the Federal government be accessible to people with disabilities.

b. On August 7, 1998, the President signed into law the Workforce Investment Act of 1998, which includes the Rehabilitation Act Amendments of 1998. Section 508 was originally added to the Rehabilitation Act in 1986; the 1998 amendments significantly expand and strengthen the technology access requirements in Section 508.

c. For purposes of these guidelines, accessibility refers to assuring all VBA web sites are designed in such a manner as to afford persons with disabilities access to the information contained on a web page. Specifically, compliance with the accessibility guidelines published by the Access Board (see below).

2. The Architectural and Transportation Barriers Compliance Board (referred to as the Access Board) proposed accessibility standards for electronic and information technology covered by section 508 of the Rehabilitation Act Amendments of 1998. Section 508 requires the Access Board to publish standards setting forth a definition of electronic and information technology and the technical and functional performance criteria necessary for accessibility for such technology. Section 508 requires that when Federal agencies develop, procure, maintain, or use electronic and information technology, they shall ensure that the electronic and information technology allows Federal employees with disabilities to have access to and use of information and data that is

comparable to the access to and use of information and data by Federal employees who are not individuals with disabilities, unless an undue burden would be imposed on the agency. Section 508 also requires that individuals with disabilities, who are members of the public seeking information or services from a Federal agency, have access to and use of information and data that is comparable to that provided to the public who are not individuals with disabilities, unless an undue burden would be imposed on the agency.

3. All Federal web sites (Internet and intranet) must employ programming features consistent with emerging accessibility standards for any site. The requirements are particularly applicable for sites that are developed with the services of a contractor. However, recent legislation delayed the original August 7<sup>th</sup> implementation date as final regulations had not been published in the Federal Register prior to that. Currently, compliance is mandatory no later than 6 months following publishing the final rules in the Federal Register. Regardless, VBA web developers must be complying with the accessibility requirements as currently defined.

#### **B. Accessibility Guidelines**

1. The following list describes the thirteen points of implementation for web sites identified by the Access Board.

1. A text equivalent for every non-text element shall be provided via "alt" (alternative text attribute), "longdesc" (long description tag), or in element content.
2. Web pages shall be designed so that all information required for navigation or meaning is not dependent on the ability to identify specific colors.
3. Changes in the natural language (e.g., English to French) of a document's text and any text equivalents shall be clearly identified.
4. Documents shall be organized so they are readable without requiring an associated style sheet.
5. Web pages shall update equivalents for dynamic content whenever the dynamic content changes.
6. Redundant text links shall be provided for each active region of a server-side image map.
7. Client-side image maps shall be used whenever possible in place of server-side image maps.
8. Data tables shall provide identification of row and column headers.

9. Markup shall be used to associate data cells and header cells for data tables that have two or more logical levels of row or column headers.

10. Frames shall be titled with text that facilitates frame identification and navigation.

11. Pages shall be usable when scripts, applets, or other programmatic objects are turned off or are not supported, or shall provide equivalent information on an alternative accessible page.

12. Equivalent alternatives for any multimedia presentation shall be synchronized with the presentation.

13. An appropriate method shall be used to facilitate the easy tracking of page content that provides users of assistive technology the option to skip repetitive navigation links.

2. Please refer to the VBA intranet web site for more information and examples on how to implement these requirements. The site is located at:  
<http://vbaw.vba.va.gov/508/samples.htm>.

### **C. Questions / Contacts**

1. Questions pertaining to these guidelines should be directed to either Bill Saliski (201/DMO), or Richard Howell (201/DMO), Intranet/Internet Project managers, via e-mail.

2. Further information about U.S. Access Board accessibility standards may be found at: <http://www.access-board.gov/>.

3. The World Wide Web Consortium (W3C) creates the standards by which all web programming (HTML, XML, etc) is driven. The W3C has developed prototype accessibility guidelines for future web design. References to web page design accessibility standards may be found at: <http://www.w3.org/WAI/>.



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 17 2000

In Reply Refer to:

VBA Letter 20-00-39

Director (00)

All VACO Services and Offices and Regional Offices and Centers

Subject: Internet Access

1. We have recently completed additional research and analysis about how employees are using the Internet. The analysis has shown that many of our employees are accessing web sites that are inappropriate for the workplace. This is counter productive to VBA's core values and goals. It is also forcing appropriate Internet users to compete with inappropriate users for wide area network and Internet and Intranet resources. Recent action to implement Internet content filtering will help limit access to inappropriate sites, but we need to take action to ensure we use the Internet in the way it was intended. Technology does exist that would allow each regional office (RO) to better monitor what web sites individuals are accessing and we are exploring this option.
2. I fully support the use of the Internet for proven business purposes. I do not support providing access to employees who do not have a proven business need to log on to the Internet. I am requesting that all Directors, VACO Services and Offices and ROs, review and verify which employees have a legitimate business reason to access the Internet. Business related Internet access such as VONAPP must continue to be accessible at each RO. Any employee determined to have a legitimate business need for internet access should follow the guidelines in VA Directive 6001, "Limited Personal Use of Government Office Equipment including Information Technology," dated July 28, 2000, and VBA Letter 20-00-33, "Restrictions on Internet Use," dated October 2, 2000.
3. Should a determination be made that employees do not need Internet access, Directors are encouraged to notify labor partners prior to taking away access from any bargaining unit employees.
4. Field stations should also consider providing a dedicated PC, utilizing the new shipment of PCs acquired recently by VACO or by using local funds, for Internet access for those employees who do not have access from their own desktops. This is important because any employee may need to access the Internet to use Federal employment web sites, including the Office of Personnel Management or the Thrift Savings Plan sites.

Page 2

Director (00)

All VACO Services and Offices and Regional Offices and Centers

5. All Veterans Benefits Administration (VBA) employees can be authorized access to the VBA Intranet from their desktop PC. This is the default setting when any VBA PC is staged using standard software the Hines Systems Implementation Office (SIO) exports to RO Information Technology (IT) staffs.

6. We appreciate your cooperation in this matter. If you have any questions, please contact your Service Delivery Network analyst. Technical questions should be referred to John Muenzen, Director, Field Liaison Staff (20SA), who can be reached on 202-273-6947.

  
Joseph Thompson  
Under Secretary for Benefits



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 19 2000

In Reply Refer To: 212

VBA Letter 20-00-40

Director (00/21)  
All VBA Regional Offices and Centers

SUBJ: H.R. 4864 Concerning Not Well Grounded Issue

1. On October 17, 2000, the House passed H.R. 4864, which was previously approved by the Senate. This legislation invalidates the Court of Appeals for Veterans Claims' decision *Morton v. West* and redefines VA's duty to assist. The President has not yet signed this legislation into law.
2. Effective immediately, do not deny any claim because it is not well grounded. Also, the 30-day letter outlined in VBA Letter 20-99-60, dated August 30, 1999, informing claimants on how to well ground their claims should no longer be sent.
3. We will send further instructions when the President signs this bill into law.
4. This letter will be rescinded July 1, 2001.

  
Joseph Thompson  
Under Secretary for Benefits



DEPARTMENT OF VETERANS AFFAIRS  
Veterans Benefits Administration  
Washington DC 20420

OCT 24 2000

In Reply Refer To:

VBA Letter 20-00-41

Director (00)  
All VACO Services and Offices and Regional Offices and Centers

SUBJ: 1999 One VA Employee Survey Comments

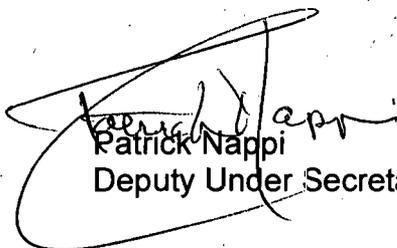
1. The Surveys and Research Staff will be placing employee comments received as part of the 1999 One VA Employee Survey on its Intranet WebPage within the next month. The comments are a continuation of the survey research process. Releasing them allows VBA employees a qualitative view of employee satisfaction, complimenting the actual survey results.

2. You may recall the 1999 One VA Employee Survey had a 43 percent response rate from our workforce. Over one-third (35%) of the respondents chose to add a written comment to the end of the questionnaire. All of the comments are constructive, but while many of the comments are positive, a number of them are critical, and you may not like what you see. Whether you agree or disagree with what an employee wrote, it is important that you step back and try to review the comments objectively. It is equally important for all offices to look for the general themes and then evaluate the observations objectively and thoroughly for their relevance within your own office. Many themes found in the comments transcend Regional Offices and Programs. These are important issues to our employees. We need to begin to assess and address these concerns systematically.

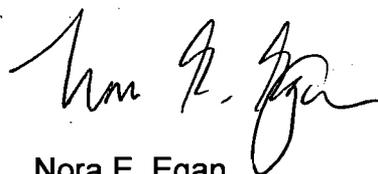
3. To accompany the release, the Surveys and Research Staff analyzed results from the survey identifying four of the survey dimensions as being most important to employee satisfaction. These dimensions are Work Environment/Quality of Worklife, Barriers to Service Delivery, Fairness and Treatment of Others, and Employee Involvement. This report will also be available for your use in your review process.

Subj: 1999 One VA Employee Survey Comments

4. One of our core values is that "We listen to concerns and views of veterans and our employees to bring about improvements in benefits and services, and the climate in which they are provided." As leaders of this organization, we need to work together to address any of the valid concerns raised by our employees in their comments. Towards that end, VBA will sponsor a team to begin a systematic process to develop counter measures.



Patrick Nappi  
Deputy Under Secretary for Operations



Nora E. Egan  
Deputy Under Secretary for Management

NOV - 9 2000

Department of Veterans Affairs  
Veterans Benefits Administration  
Washington, DC 20420

VBA Letter 20-00-42

Director (00)  
VA Regional Offices and Centers

Subject: Alternative Dispute Resolution

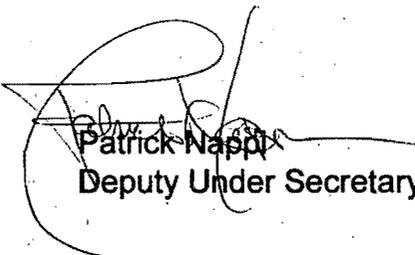
1. In conjunction with VA Directive 5978 and the Administrative Dispute Resolution Act of 1996, the Department is working to ensure that all employees understand and have access to an Alternative Dispute Resolution (ADR) program as a means for settling workplace disputes. Though each administration may address this charge differently, it is important that a Department-wide standard be set to ensure awareness of and access to ADR as well as to monitor usage and effectiveness.

2. For this purpose a survey has been developed to gather baseline information regarding current departmental use and to provide a foundation for the development of a systematic evaluation mechanism. The survey is not intended to judge individual programs or to make wholesale changes to the way ADR is implemented.

3. ADR is an important resource for employees, managers, and VA. If used effectively it may resolve disputes with less conflict, save staff time and energy, reduce settlement costs and ultimately improve our work environment. These benefits can only improve VA services to veterans and further our important mission. Ultimately, the goal of the ADR program is to:

*Foster workplace excellence by creating a culture,  
embraced by employees, labor, and management, where  
mediation and open communication will become the  
preferred methods of resolving issues for all participants.*

4. We therefore request that you complete the attached questionnaire and return it to the OFO Mailbox by November 24, 2000. In advance, we thank you for your attention to this matter and encourage you to share this questionnaire with your local labor partners.



Patrick Napp

Deputy Under Secretary for Operations

# Alternative Dispute Resolution QUESTIONNAIRE

Please complete the attached questionnaire for your organization or facility as comprehensively as possible. Please return the completed survey to the OFO Mailbox no later than November 24, 2000.

***The following definitions are provided for purposes of answering this survey:***

***Dispute*** is defined as a problem, argument or controversy which cannot be worked out between the affected individual or parties on an informal one-on-one negotiated basis.

***Alternative Dispute Resolution (ADR)*** is a group of processes that provide alternative ways to resolve disputes outside of the traditional way of litigation.

***ADR uses specially trained, neutral persons, who are not associated with the problem, and acceptable to all the parties, to help the parties*** resolve the dispute.

***Types of ADR include*** facilitation/conciliation, mediation, neutral fact-finding and evaluation, settlement judge, mini-trial, binding and non-binding arbitration (if the arbitration is not part of the traditional dispute process, like it is in the grievance procedure).

***Mediation*** is a process in which a specially trained, neutral third party assists the disputants to find a mutually acceptable solution to their dispute. It is informal, voluntary and confidential.

***ADR*** is a process (formal or informal) instituted at your organization or facility that has been created to enable disputing individuals and/or parties to access ADR neutrals.

Please identify your facility's affiliation within the Department: VHA \_\_\_\_\_ VBA \_\_\_\_\_  
NCA \_\_\_\_\_ Staff Office \_\_\_\_\_

**A. The following questions are directed at general issues of the Alternate Dispute Resolution (ADR) Process.**

1. Does your facility have an active ADR/mediation process? If not, does your facility have any other type of conflict resolution mechanism?  
Yes \_\_\_\_\_ No \_\_\_\_\_ Other (describe) \_\_\_\_\_  
\_\_\_\_\_ (If 'No' skip to question #6)

2. Check the type(s) of ADR which is (are) available at your facility.

ADR Panel \_\_\_\_\_  
Arbitration (Not traditional through Union Process) \_\_\_\_\_  
Mediation \_\_\_\_\_  
Ombudsman \_\_\_\_\_  
Other \_\_\_\_\_

3. Enter the approximate dollar amount spent at your facility during FY 2000 on ADR for:

Creation of the Process \_\_\_\_\_  
Training \_\_\_\_\_  
Administration \_\_\_\_\_

Are these resources sufficient to meet ADR needs?

4. What elements of ADR work well at your facility?

5. What are the biggest ADR challenges at your facility?

**B. The following questions are directed at Union Participation and Resource Awareness.**

6. Are you aware that the unions have the right to help design an organization/facility's ADR process and plan, have a right to help decide whether ADR is appropriate in a dispute involving a bargaining unit employee, and have a right to be present in ADR processes involving bargaining unit employees?  
Yes \_\_\_\_\_ No \_\_\_\_\_

7. What unions are represented at your facility?

8. Was/were the union(s) involved in creating your ADR process?  
Yes \_\_\_\_\_ No \_\_\_\_\_

9. Are you aware that VA has an Office of the Dispute Resolution Specialist in VACO, located in the Board of Contract Appeals; that the office is available for ADR consultation, and to assist in providing expert advice, design and training?  
Yes \_\_\_\_\_ No \_\_\_\_\_

10. Are you aware that the VA Office of General Counsel and the Office of Dispute Resolution offer VA organizations and facilities a variety of ADR-related courses including Conflict Resolution for VA Leaders, Introduction to ADR, ADR Awareness Training, ADR Process Design, and Mediator Skills Training?

Yes \_\_\_\_\_ No \_\_\_\_\_

**C. The following questions are directed at establishing baseline data on the ADR Process if the information is collected and available in your facility.**

11. Describe your data collection mechanism(s). Do you have a database? Use surveys, etc.?

12. Case Data

Dispute Type	# 'On Hand' Start FY 2000	# Received FY 2000	# Disposed FY 2000	# Pending End FY 2000
EEO				
Grievances/Arb.				
ULPs				
MSPB Appeals				
Contracts/Sharing				
Other Disputes				

13. In question 12 above of the cases reported as disposed in FY 2000,  
 a. How many utilized ADR?  
 b. How many were settled using ADR?

Dispute Type	Used ADR Process	ADR Settlement Reached
EEO		
Grievances/Arb.		
ULPs		
MSPB Appeals		
Contracts/Sharing		
Other Disputes		

14. What type of ADR process was used? Please insert the number of times an ADR process was used.

Dispute Type	ADR Panel	Arbitration (Not traditional through Union process)	Mediation	Ombudsman	Other
EEO					
Grievances/Arb.					
ULPs					
MSPB Appeals					
Contracts/Sharing					
Other Disputes					

15. Staff Time and Costs, FY 2000

Dispute Type	Average number of days to complete	Average cost to complete
EEO		
Grievances/Arb.		
ULPs		
MSPB Appeals		
Contracts/Sharing		
Other Disputes		

16. Enter number of cases for degree of participant satisfaction with the ADR process for each category of issues disposed during FY 2000.

**User Satisfaction**

Type Cases	Very Satisfied	Satisfied	Not Satisfied	Do Not Know
EEO				
Grievances/Arb.				
ULPs				
MSPB Appeals				
Contracts/Sharing				
Other Disputes				

17. Do you collect any other data or ask for any other feedback on your ADR process?  
 Yes \_\_\_\_\_ No \_\_\_\_\_

If yes, please describe.

**D. The following questions are designed to assess current staff training efforts as well as efforts to inform employees of the ADR process:**

18. Approximately what percentage of the facility FTE has attended ADR/Mediation Awareness Training?  
 100 % 90% 80% 70% 60% 50% 40% 30% 20% 10% 5% 0%

19. Approximately what percentage of the facility managers/supervisors has attended ADR/Mediation Awareness Training designed specifically for managers/supervisors?  
 100 % 90% 80% 70% 60% 50% 40% 30% 20% 10% 5% 0%

20. Has ADR awareness training been incorporated into New Employee Orientation? Yes No

21. Is ADR awareness training embedded in your annual mandatory review training? Yes No

22. How many trained/skilled mediators are on staff at your facility? \_\_\_\_\_. Of this number, how many have mediated disputes? \_\_\_\_\_

23. Use the table below to further describe your specific ADR educational offerings:

Program Title	Program Description	Training Source	Frequency
e.g. Mediation Awareness	EES/OGC Satellite Broadcast & video replay	VHA	Biweekly

**E. ADR Reporting and Contact Information**

24. Part of VA's ADR Directive requires an annual report to the Secretary that monitors effort and level of ADR activity. Please indicate what kinds of information you think should be included in such a report and any suggestions for how this information should be collected.

25. In the event our working group needs further information, please provide the following contact information:

Name: \_\_\_\_\_  
 Position Title and Role Regarding ADR Process: \_\_\_\_\_  
 Facility: \_\_\_\_\_  
 Telephone Number: \_\_\_\_\_  
 E-mail Address: \_\_\_\_\_

**DEPARTMENT OF VETERANS AFFAIRS**

Veterans Benefits Administration

Washington DC 20420



NOV 17 2000

VBA Letter 00-20-43

In Reply Refer To: 28

Director (00/28)  
All VA Regional Offices and Centers

Subject: Questionnaire in support of the Vocational Rehabilitation and Employment Service.

1. Veteran access to VA services is a high priority in the strategic planning process. In the Vocational Rehabilitation and Employment (VR&E) program, facilitating veteran access is crucial to assuring that our veterans receive the information and assistance they need to successfully complete vocational rehabilitation programs.
2. VR&E has developed an access initiative that spans several years and provides options to improve veteran access. Because of the scope of this initiative, which includes improvements in information technology, a Capital Investment Plan is required. VR&E has contracted with the Booz-Allen-Hamilton (BAH) consulting group to help develop this detailed plan.
3. Much information has been provided by VR&E Service to assist BAH in this process. However, there is some information that is needed directly from VR&E field staff. Accordingly, we request that each VR&E Officer complete the attached questionnaire. The questionnaire is a MS Word document and should be completed electronically and returned to the BAH e-mail address, noted on the first page, no later than COB Wednesday, November 22, 2000.
4. We appreciate your assistance. Questions regarding the requested information may be directed to Jim Reed at 202-273-7420.

A handwritten signature in black ink, appearing to read "Nora E. Egan".

Nora E. Egan  
Deputy Under Secretary for Management

Enclosure

## VR&E Access Initiative –Baseline Data Request

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Booz:Allen & Hamilton is conducting a Cost Benefit Analysis and preparing a Capital Investment Proposal for the Vocational Rehabilitation and Employment Service's (VR&E) Access Initiative. As such, we need to establish process, workload, and costs associated with the current "status quo" vocational rehabilitation system. The following data collection form has been generated to collect this data, and we appreciate your prompt response, (COB 11/22/00). Please send your responses to Anne Muindi-Shemenski ([muindi-shemenski\\_anne@bah.com](mailto:muindi-shemenski_anne@bah.com)) or Lori Coates at [coates\\_lori@bah.com](mailto:coates_lori@bah.com)) or fax (703) 902-3130. If you have any questions, please call Anne @ (703) 902-4920 or Lori @ (703) 917-2814.

**Name/Title:** \_\_\_\_\_

**Organization/Division:** \_\_\_\_\_

**Location:** \_\_\_\_\_

**Phone Number:** \_\_\_\_\_

**E-Mail:** \_\_\_\_\_

Please complete the following data collection form with as much information as available. The first category attempts to capture general information on the case management system. The second category collects specific data on the customers at your Regional Office and other facilities. The final category focuses on the business processes at various stages of case management (application, evaluation, planning, rehabilitation services and independent living, and employment services):

- 1 General Information..... 1
- 2 Customers ..... 3
- 3 Business Processes..... 3

If there is not enough room on the data collection tables, (1) expand the tables to create enough room or (2) submit additional detailed information on a separate page.

### **1 General Information**

---

1.1 What outreach initiatives are in place to inform veterans of the vocational rehabilitation programs?

1.2 What are typical case management work hours?

- (a) Number of days per week \_\_\_\_\_
- (b) Days of week case managers have appointments \_\_\_\_\_ (Sun., Mon., Tues., etc.)
- (b) Number of hours per day \_\_\_\_\_
- (d) Hours of the day case managers have appointments \_\_\_\_\_ (e.g., 9 am to 5 pm)

## VR&E Access Initiative –Baseline Data Request

- 1.3 What percent of the case managers work outside the typical work hours? \_\_\_\_\_%
- 1.4 What percent of the Chapter 31 veteran population needs access to a case manager outside the typical work hours? \_\_\_\_\_%
- 1.5 **Government FTEs** – Please complete the following table for the VR&E personnel who interact with Chapter 31 veterans at your locations during the vocational rehabilitation process. (include supervisory and management personnel)
- A. Provide the job title that most closely fits each job (Vocational Rehabilitation Counselor, Counseling Psychologist, Vocational Rehabilitation Specialist, Employment Specialist, or Support Personnel) for each VR&E personnel performing functions during the process.
  - B. How many FTEs support the process?
  - C. What is the corresponding average GS-level?
  - D. Break out the time FTEs identified in (B) spend on each of the VR&E functions.

A Job Title	B # FTEs	C Average GS-Level	D % of Time Spent on each VR&E Business Process				
			Application	Evaluation	Planning	Rehab Services & Independent Living	Employment Services

- 1.6 What VA information is required to perform the VR&E functions?

Type of Information Requiring Access	Location of Information (e.g. database, PC, etc)	Business Process Supported

1.7

## VR&E Access Initiative –Baseline Data Request

1.8 What external (non-VA) information is required to perform the VR&E functions?

Type of Information Requiring Access	Location of Information (e.g. database, PC, etc)	Business Process Supported

1.9

1.10 Are there any video conferencing tools in existence within VR&E? If so, please list them.

### 2 Customers

2.1 What percent of Chapter 31 veterans in your service area are located within:

5 miles of a VR&E facility (Regional Office or outbased location) \_\_\_\_\_

15 miles of a VR&E facility (Regional Office or outbased location) \_\_\_\_\_

50 miles of a VR&E facility (Regional Office or outbased location) \_\_\_\_\_

Greater than 50 miles of a VR&E facility (Regional Office or outbased location) \_\_\_\_\_

### 3 Business Processes

3.1 What customer contact channels are used by VR&E staff at your location, how often, and for which VR&E business processes (Application, Evaluation, Planning, Rehabilitation Services and Independent Living, or Employment Services)?

Contact Channel	Frequency	Primary and Secondary Business Processes
Face-to-face/In Person		
Telephone		
Mail		
Fax		
E-mail		
Brochures/Information Packets		
Internet/Web Site		

## VR&E Access Initiative –Baseline Data Request

Second hand contact: contractor report		
Second hand contact: contractor face-to-face meeting		
Second hand contact: contractor phone call/conversation		
Other:		
Other:		
Other:		

3.2 **Contractor Support** – Please complete the following table for any contracts or contractor staff supporting the functions of the vocational rehabilitation process for each of your facilities.

Facility/Location	# Contractors (FTE)	% Time Spent on each VR&E Business Process				
		Application	Evaluation	Planning	Rehab Services & Independent Living	Employment Services

3.3

3.4 **Required Travel:** What percent of the process requires travel by either the Case Manager or veteran?

Process	% Travel required by Case Manager	% Travel required by Veteran	Average Monthly Distance Traveled (in miles)
Application			
Evaluation			
Planning			
Rehabilitation Services and Independent Living			
Employment Services			

## VR&E Access Initiative –Baseline Data Request

3.4.1

3.5 How much time is spent processing reimbursement transactions per month \_\_\_\_\_? What is the average GS level processing these transactions? \_\_\_\_\_

3.6 How much time is spent re-entering data into the VR&E system due to lack of laptop computers at the veteran's location?

Process	Avg time spent re-entering data (per case)	Average GS-level entering data	Average # transactions processed at the veteran's location
Application			
Evaluation			
Planning			
Rehabilitation Services and Independent Living			
Employment Services			

3.6.1